Saskatoon Health Services Authority
Annual Report, 1990-1991

92-03696/

Saskatoon Health Services Authority

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December 9, 1991

Ms. Louise Simard
Minister
Department of Health
Room 332
Legislative Building
REGINA, SASKATCHEWAN
S4S 0B3

Dear Ms. Simard:

I am please to submit the first annual report of the Saskatoon Health Services Authority. Our organization has made significant progress during its first year of operation. The members of the Board and staff of the Authority look forward with confidence to the challenges of 1992 and beyond.

Yours sincerely,

W Brownlee

Wayne Brownlee
Chairperson of the Board

SASKATOON HEALTH SERVICES AUTHORITY

ANNUAL REPORT 1991

Introduction:

The Saskatoon Health Services Authority was established in October, 1990.

The mandate of the Authority is to coordinate the planning and delivery of health care programs in Saskatoon and Region.

To enable it to fulfill this mandate, the SHSA has been given responsibility for broad policy, program, and funding decisions for the hospital sector in Saskatoon. This responsibility is designed to complement the internal decision-making powers of individual hospitals.

The Authority has also been given a mandate to coordinate activities in three important related spheres:

- **Professional Training and Medical Research**

  The Authority has a mandate to work with hospitals, the College of Medicine, and other Health Science institutions to ensure that a high quality professional training and medical research environment is maintained.

- **Integrated Planning of Community Health Care Services**

  The Authority has a mandate to lead the development of an integrated approach to the design and delivery of community health services.

- **Sponsorship of Innovation and Change**

  The Authority has a broad mandate to work with other health care agencies to sponsor innovation in the design and delivery of services.

Activities in 1990-91:

The Authority has pursued three main priorities during its first year of operation.

Building the Organization

The Board's first priority was to establish the necessary administrative, decision-making and advisory processes required to enable the Authority to carry out its functions.

In May 1991, the Authority's first CEO, Mr. Lawrie McFarlane, was appointed. The process of staffing up the organization was completed in October 1991.

At the same time, a decision-making process was developed between the hospitals, the SHSA and Saskatchewan Health, to enable the Board of the Authority to carry out its responsibility of allocating funds to the three hospitals in Saskatoon.

As a result, the budgets of the three hospitals for 1991-92 were developed in a coordinated manner for the first time. Information was shared among the hospital, priorities were developed jointly, and final decisions were made collectively. The Authority believes this process of joint budget-making is an important step toward building a more efficient and accountable health care system. It also ensures that in a time of scarce resources, funds are allocated to the most important priorities.

To assist it in its deliberations, the Board has appointed two standing advisory committees - a Physicians Advisory Committee and a Nursing Advisory Committee.

The mandate of these two committees is to advise the Board on all medical, nursing and patient care issues which fall within the Authority's mandate. Their appointment will help ensure that professionals practising in the health care field in Saskatoon can contribute to decision-making in a meaningful way. The committees will also examine ways to improve the delivery of care, and will advise on new developments in their respective fields which may benefit the community and region.

Through these developments, an operating framework has been established within which the Authority will carry out its mandate. Additional developments will occur in the year ahead.

Consolidation of Hospital Services

Much of the Authority's first year in operation has been devoted to coordinating the consolidation of hospital services in Saskatoon. The basic principles guiding this consolidation were proposed in part, by two recent reports in Saskatchewan, "the Saskatchewan Commission on Directions on Health Care" prepared by the Murray Commission, and the report by Dr. John Atkinson entitled "Future Directions for Saskatoon's Hospitals."

Agreement has been reached with the boards of all three hospitals on a major consolidation of acute care services in Saskatoon. The consolidation will allow each hospital to pursue certain areas of specialization, to an extent not presently possible. This will lead to improved patient care, better conditions for teaching and research, and more efficient use of resources.

The first step in the consolidation process began in July 1991, with the transfer of the ophthalmology service at St. Paul's Hospital to Saskatoon City Hospital. The remaining transfers are phased to occur over the next 18 months.

Some additional aspects of the consolidation of hospital services remain to be worked out, and will continue to represent an important part of the Authority's work schedule in 1992-93. However, achievement of agreement between all of the hospitals at this stage of consolidation and specialization is an important accomplishment for all of the parties.

Implementing a Wellness Model

The Minister of Health has indicated that it is the government's intention to introduce a wellness model of health care in Saskatchewan. There are also indications that many of the basic principles of this model are rapidly gaining acceptance within the health care field itself.

In the last few years, a number of major reports and commissions have recommended a new approach to health care delivery in Canada. These include, most recently, the Murray and Atkinson Reports in Saskatchewan, the British Columbia Royal Commission, and the Barer-Stoddard Report, commissioned by provincial health departments.

Some of the main features of this new approach may include:

* A managed trend toward a more even balance between institutional care and community-based services.

* Within hospitals, greater use of day surgery and less invasive procedures, resulting in decreased use of hospital beds.

* Emphasis on preventive medicine and exploration of extended wellness strategies, including dietary, environmental and community health issues.

* Realignment of the delivery of services: both within regions and between levels of care, to achieve a more appropriate allocation of resources.

* Development of local priority-setting authorities to ensure an optimal balance of resources between different levels of care, and to promote community-based service delivery.

To address these and other policy issues, the Authority has begun drawing together all of the main health care delivery agencies in Saskatoon. It is anticipated that developing the framework of a wellness model, as it would apply to Saskatoon and region, will form a significant part of the Authority's work schedule in 1992-93.

Summary

Health care administrators across Canada, and nowhere more than in Saskatchewan, face two major challenges in the immediate future.

- They must bring about a major change in the way health care is provided.

- They must find a more efficient way to deliver health care services, without impeding the success of these new approaches, and without impairing the health status of the community.

The Saskatoon Health Services Authority is confident that a climate open to change exists at all levels in the health care sector in Saskatoon. Significant progress has been made in 1991-92, and it is anticipated that 1992-93 will see further developments beneficial to the delivery of health care services in Saskatoon and region.

Saskatoon Health Services Authority

Financial Statements

March 31, 1991

Chartered Accountants

123 – 2nd Ave. South
Suite 400
Saskatoon, Sask. S7K 7E6

(306) 244 6164
Telecopier (306) 653 3813

Price Waterhouse

August 6, 1991

Auditors' Report

To the Members of
the Legislative Assembly

We have audited the balance sheet of Saskatoon Health Services Authority as at March 31, 1991 and the statement of revenue and expenditures and surplus for the period then ended. These financial statements are the responsibility of the authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the authority as at March 31, 1991 and the results of its operations and the changes in its financial position for the period then ended in accordance with generally accepted accounting principles.

Price Waterhouse

Chartered Accountants

Saskatoon Health Services Authority

Balance Sheet - March 31, 1991

Assets

Current assets		
Cash	$ 57,911	
Accounts receivable	2,045	
Prepaid expenses	2,901	
		$ 62,857
Capital assets		1
		$ 62,858

Liabilities and Equity

Current liabilities		
Accounts payable and accrued liabilities	$ 33,539	
Deferred revenue (Note 3)	29,319	
		$ 62,858
Surplus		-
		$ 62,858

Approved by the Board Director Director

Saskatoon Health Services Authority

Statement of Revenue and Expenditures and Surplus
For the period ended March 31, 1991

Revenue		
Saskatchewan Health	$ 147,681	
Other	115	
		$ 147,796
Expenditures		
Directors' fees	18,779	
Furniture and equipment	14,389	
Goods and services tax	419	
Insurance	411	
Office supplies	2,072	
Professional fees	47,975	
Rent	4,431	
Repairs and maintenance	1,415	
Salary and benefits	49,513	
Telephone	1,291	
Travel and sustenance	7,101	
		147,796
Excess of revenue over expenditures for the period and surplus, end of period		$ -

Saskatoon Health Services Authority

Notes to Financial Statements
March 31, 1991

1. Legal status

The authority was established under the Crown Corporations Act of Saskatchewan on October 24, 1990. As a result, these financial statements reflect the results of operations for the period ended March 31, 1991.

2. Summary of significant accounting policies

Capital assets
Capital assets are stated on the financial statements at a nominal value of $1.

The authority's investment in capital assets, at cost, is approximately $14,400.

No depreciation has been provided in the accounts. Additions, replacement and maintenance of capital assets are charged to operations in the year they are incurred.

3. Deferred revenue

As at March 31, 1991, the authority has deferred the recognition of funding revenue in the amount of $29,319. These amounts relate to initiatives which the authority commenced in the current year, but will not be completed until the next year.

SHSA Board Members:

Mr. Wayne Brownlee (Chairperson of the Board)
Vice President
Potash Corporation of Saskatchewan

Ms. Janet McIvor (Vice Chairperson of the Board)
Chairperson
Saskatoon Home Care District #45

Mr. Albert G. Ayers
Chairperson of the Board
Royal University Hospital

Mr. David F. Heron
Partner, FCA, Peat Marwick Thorne
Chartered Accountants

Ms. Barb Calder
Associate Dean, College of Nursing
University of Saskatchewan

Mr. Leslie D. Dubé
Chairperson of the Board
St. Paul's Hospital

Ms. Kathryn J. Ford
Chairperson of the Board
Saskatoon City Hospital

Mr. Neil R. Gardner
Associate Deputy Minister
Department of Health

Dr. Ian M. McDonald
Dean, College of Medicine
University of Saskatchewan

Ms. Madge McKillop
Chairperson
Seniors Citizens Provincial Council

Mr. John Wright
Deputy Minister
Department of Finance

SHSA Staff:

Mr. Lawrie McFarlane
President and Chief Executive Officer

Ms. Pat Kiovsky
Director of Programs

Mr. Tom Archibald
On management leave from
Parkridge Centre

Mr. Scott Bray
Assistant to the President

Ms. Dawn Veilleux
Secretary to the President

PHYSICIANS ADVISORY COMMITTEE MEMBERS

Dr. David Popkin (Chairperson of the Committee)
Associate Dean
College of Medicine
University of Saskatchewan

Dr. Ron Kostyniuk
Chief, Department of General Practice
St. Paul's Hospital

Dr. Louise Gagne
General Practitioner
Saskatoon, Saskatchewan

Dr. Carol Boyle
General Practitioner
Saskatoon, Saskatchewan

Dr. G. McIvor
Chairman
Medical Advisory Committee
Saskatoon City Hospital

Dr. D. Kendel
Registrar
College of Physicians and Surgeons
of Saskatchewan

Dr. Richard B. Baltzan
Chief of Staff
St. Paul's Hospital

Dr. David Keegan
Chairman, Medical Advisory Committee
Royal University Hospital

Dr. M. Sheridan
Chief, Department of Obstetrics & Gynaecology
Saskatoon City Hospital

Dr. Anne McKenna
Associate Professor
Department of Paediatrics
Royal University Hospital

NURSING ADVISORY COMMITTEE MEMBERS

Ms. Yvonne Brown (Chairperson of the committee)
Dean, College of Nursing
University of Saskatchewan

Ms. Denise Close
Nursing Director
Royal University Hospital

Ms. Judy Junor
Saskatchewan Union of Nurses

Ms. Jeananne Klein
Assistant Planner
Saskatoon City Hospital

Ms. M. Montgomery
Program Head, Diploma Nursing Program
SIAST, Kelsey Campus

Ms. Pat Bailey
Nurse Manager
St. Paul's Hospital

Ms. Judith O'Shaughnessy
Vice President
Patient Services
St. Paul's Hospital

Ms. Sue Ellen Archibald
Director of Resident Care Services
Sherbrooke Community Centre

Ms. Jill D. Johnson
Director of Nursing Services
Home Care District #45

Ms. Carol Anne Misselbrook
Manager, Nursing Programs
Saskatoon Community Health Unit

Ms. Cathy Turtle
Staff Nurse
St. Paul's Hospital

Ms. Jan McKenzie
Vice President, Nursing
Royal University Hospital

Ms. Rosella Grisé
Vice President, Patient Care
Saskatoon City Hospital

Ms. Susan Kuling
Staff Nurse
Royal University Hospital

Ms. Doris Serne
Staff Nurse
Saskatoon City Hospital